

## Appendix II: Climate Protection Task Force Guiding Principles

The work of the Cambridge Climate Protection Task Force is conducted under a set of guiding principles. The guidelines were drafted at the outset of the Task Force's work and are to be adapted based on the work and discussions of the task force and its subcommittees with various stakeholders invited into the process.

*The Principles serve three main functions:*

- 1) **Common framework**—as a common framework within which the Task Force and each of its subcommittees conducts their work;
- 2) **Linkage to other community goals and efforts**—as an imperative for the Task Force to link any proposed action to reduce the city's greenhouse gas emissions with other goals and strategies previously identified to maintain and enhance the quality of life in Cambridge; and
- 3) **Guide for readers**—as a guide for the readers of the action plan to better understand the choices, preferences and priorities given to various actions and strategies from among a broader set of possible choices.

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**As-cend**—1. to go up, move upward, rise; 2. to proceed from a lower to a higher level; 3. to lead upward; 4. to succeed to (a throne)

*Webster's New World Dictionary*

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### Achieve Real Reductions in Greenhouse Gas Emissions and Total Fossil Fuel Use

1. **Create immediate results**—To begin reducing greenhouse gas (GHG) emissions quickly, actions likely to yield the most immediate results shall be given priority. By harvesting the “low-hanging fruit” first, the community and its various sectors can begin to achieve successes and build a foundation for more complex actions.
2. **Biggest polluters first**—To achieve the greatest reductions, sectors and actions producing the greatest amount of GHG shall be given priority when examining reduction opportunities for the community.
3. **Short-term feasibility**—To increase the acceptability and to facilitate the implementation of measures, those actions with the greatest short-term feasibility shall be given priority without diminishing the need to pursue measures that require long-term effort.
4. **Public-private partnerships**—Public-private partnerships shall be sought to accomplish emission reduction goals wherever possible and useful.
5. **Wider application of best practices**—In other communities, including ICLEI participants, a range of “best practices” are already being implemented that reduce greenhouse gas emissions. These best practices, measures and programs shall be adapted for Cambridge wherever feasible. Existing best practices in Cambridge which provide greenhouse gas reduction benefits shall be assessed for broader application.

6. **Incentive-based approaches**—To increase the feasibility, acceptability, and adoption of proposed actions, incentive-based approaches shall be given preference over rule-based approaches (including possible changes to the city building code, zoning ordinance, land use plan, etc.); although neither approach shall be excluded from consideration.
7. **Assurance of accountability**—To assure implementation of measures, actions that can be monitored and accounted for shall be given preference. Suggested actions and strategies should include a specification of indicators or measures of success to facilitate accountability.
8. **Behavior change**—To truly reduce Cambridge's total GHG emissions, everyone in the community needs to be involved in the emission reduction effort. Awareness raising and education that every person's behavior has an impact shall be integral to the suite of proposed actions.

## Strive for equitable outcomes

1. **Affordability**—To improve the political and financial feasibility of measures, proposed actions shall be examined as to their economic affordability across sectors and socioeconomic classes. Costs and benefits for various sectors/parties/individuals shall be quantified to the extent possible.
2. **Reduce social disparities**—To avoid creation or enhancement of inequity throughout our community, actions likely to reduce existing social disparities shall be given preference. At the very least, no proposed action shall entrench social inequities further.

## Create and assure multiple benefits

1. **Quality of life**—To increase the acceptability of proposed measures, actions enhancing the quality of life in Cambridge shall be given preference.
2. **Avoid negative environmental consequences**—To avoid or hedge against unintended consequences, any proposed action shall be examined for potential negative environmental consequences. The Task Force will seek to achieve multiple environmental goals (e.g., air quality enhancement, water conservation, water quality improvement, habitat creation, waste reduction).
3. **Avoid negative social consequences**—To avoid unintended social consequences, any proposed action shall be examined for potential negative social, cultural, or aesthetic consequences, and preferably achieve multiple social goals (e.g., improve neighborhood image, produce public meeting places, assure public safety and health).
4. **Enhanced coping ability**—Based on the scientifically supported understanding that some climate change is inevitable even if worldwide GHG emissions were to be reduced immediately, the actions proposed to mitigate climate change (i.e., reduce GHG emissions) should be examined

as to their feasibility under changed climate conditions. Those actions that also provide benefits in light of adaptation (coping with climate changes), shall be given preference. Mitigation actions taken should not hinder the city's ability to cope with future climate changes.

5. **Sustainable development and growth**—The Task Force aims to promote environmentally and socially sustainable development, and thus, to redefine the meaning of development and growth for Cambridge.

## Engage in a participatory process

1. **Stakeholder involvement**—Experience shows that programs built on a broad base of supporters are more successful than exclusively top-down approaches. To begin building this broad support, the Task Force and its sub committees will involve stakeholders, i.e., key leaders from the community, key players in various sectors/industries, and all city departments, in its work.
2. **Community-wide implementation**—The implementation of the action plan should involve the entire community. The reduction of GHG emissions should become a community-wide project integral to everything else the city and its residents do.
3. **Diversity**—During the planning and implementation processes, all members of the community shall be engaged to assure participation from people of different faiths, race, lifestyle, gender, class etc.
4. **Building on strengths**—Bank on the institutional and professional strengths and skills available throughout the community (e.g., in universities, existing neighborhood groups, churches etc.).

## Nourish and leverage leadership

1. **Promotion of individual leaders**—The Task Force understands that leadership is critical to achieving its goals. Existing programs and actions producing GHG emission reductions and the people who initiate or execute them shall be championed as models to the community, and wherever the potential exists, novel leadership shall be promoted in the action plan.
2. **Opportunities and constraints assessment**—The Task Force will look beyond the boundaries of the City for opportunities and constraints on the action plan (e.g., in state or federal programs and legislation). All actions should be strategically examined in the broader context of programs or institutions that may affect their adoption.
3. **Become a model community**—Through the combined efforts of this Task Force, Cambridge's community leaders and its residents, we strive to make Cambridge a model community and leader on GHG reductions and sustainable, livable community design in the state.

## Develop a long-term commitment

1. **Recognition of long-term problem**—Climate change is a long-term global problem and cannot be solved by one community alone, nor through any short-term action plan. The nature of the problem demands a long-term commitment on behalf of the city government, the business community, educational institutions, and individuals.
2. **Adaptive, learning-oriented approach**—Measures and actions to be adopted should be designed in such a way to be flexible and adaptable as new knowledge, needs or opportunities arise. An explicitly adaptive and learning-oriented process (which includes periodic review of outcomes and adjustments if necessary) will increase the likelihood that problems are identified in the early stages, and appropriate changes are made in a timely and effective manner. An adaptive approach also helps to address unforeseen and unintended consequences, should they manifest at some point.
3. **Commitment of city leaders and departments**—The community leadership and city departments will be most effective as leaders and models to the rest of the community, if they commit through words and actions to a long-term engagement on the climate problem. GHG emission abatement should become a normal consideration in all of the community's decisions and operations.
4. **Commitment of educational institutions**—To build support for climate mitigation actions, the City's diverse educational institutions have a special responsibility to facilitate a greater understanding for the complex impacts our everyday activities have on the local and global environment. Programs and actions that promote education at all levels about climate change and its connections to other environmental challenges and community activities shall be promoted through this action plan.
5. **Public outreach and constituency building**—While it is beyond the scope and abilities of the Task Force to launch a major public relations campaign in support of the city's commitment to climate mitigation, some public outreach and constituency building during and after the work of the Task Force on issues related to climate change and sustainable development is essential. The development of the action plan, as well as its acceptability once finished, is likely to be much enhanced through some degree of public involvement.